

D&I ACTION PLAN

To: Schools
From: HR Policy Staff
Date: November 2021
Subject: D&I Action Plan for recruitment, selection, promotion, outflow
+ accountability and planning

Introduction

The past years, Tilburg University has dedicated considerable time and effort in gender equality, diversity and inclusion. As the Deans stated, the time is ripe for them to take further ownership in their Schools and work towards a more open and inclusive culture. When the target of 28% female full professors for 2025 was set, the Deans acknowledged that it is unlikely that Tilburg University will meet the target without intensifying efforts and undertaking further rigorous action. That is why the Deans initiated to meet and discuss the challenge ahead. In Q1 of 2021 there were:

1. A session with the Deans that focussed on increasing the representation of women in senior positions via recruitment, selection, promotion and outflow.
2. A session with the Deans and HR representatives on the Harzing report 'Gender and international diversity and inclusion at TiSEM' and the draft 'TiSEM diversity and inclusion action plan 2021–2027'. To gain insight into the barriers to gender diversity at TiSEM, the Dean requested a research and invited prof. Anne-Wil Harzing to conduct this. The report provides an analysis of data, demographics, recruitment & retention, and societal and academic attitudes. The Deans have read the Harzing report and find it recognizable.

Goal

D&I is not yet sufficiently ingrained in the core process of strategic personnel planning. The result is an ongoing leaky pipeline: over 50% of the students and PhD's is female, but with every step on the academic career ladder we lose female talent, resulting in the following distribution at the highest level: in 2020, 22,5% of the full professors are women and 77,5% are men.

The D&I Action Plan consists of concrete actions in the areas of recruitment, selection, promotion and outflow that help increase the number of women in senior positions and reach the target of 28% female full professors in 2025. All actions arise from the sessions with the Deans and existing policies. D&I refers to diversity, inclusion, equality and equity. The definitions can be found in Appendix 1.

Summary of the action agreed upon:

Four actions by the Deans

1. The Deans involve the Faculty Board and Head of Departments in the D&I Action Plan and make them co-responsible for the transformation of actions on paper to actions in the Schools. The actions for recruitment & selection, promotion and (preventing) outflow become regular. There is a strong obligation to perform.
D&I requires action and capacity. For good embedding, colleagues who can offer support are needed. For instance; the Secretary of the Board, HR Advisors, and Diversity Officers in the Schools.
2. The Deans ensure that an MT member fulfils the role of Associate Dean for D&I. He/she/they sees all subjects from the D&I perspective and ensures that all initiatives are inclusive.
3. D&I is a topic in the Performance & Talent Development conversation of Faculty Board members and Head of Departments:
What has the Department done in the field of gender equality and recruitment-selection-promotion-outflow? What are the developments regarding the gender dimension in research and innovation? What is the effect on the School's target for women professors?
4. Progress regarding gender equality and D&I is also an important evaluation point of review committees.

Two actions by (the Secretaries of) the Executive Board

1. In the Tilburg University Annual Report, developments in gender equality, diversity and inclusion are accounted for.
2. Until 2025, the D&I Action Plan (and related developments) will be on the agenda of the OCD in Q2 of each year. Based on the action points for recruitment, selection, promotion, outflow in the D&I Action Plan, an evaluation will be made of what is going well and what could be improved. Accurate data supply is important for this.

What has each School done regarding recruitment-selection-promotion-outflow and with regard to the gender dimension in research and innovation? What is the effect on the School's target for women in senior positions? What demonstrably works? What is difficult to work on?

Four actions by HR

1. Diversity & Inclusion will be further aligned with the core programs Connected Leading and Recognition & Rewards. In this way, we achieve more synergy and increase insight into the working and effects of implicit bias.
2. Cooperation is sought with AS because knowledge on bias is important for students, both for inclusive education and for Student Evaluation of Teaching.
3. Corien Prins conducts confidential exit interviews with female UDs, UHDs and full professors leaving the Schools in 2022. Insight into the reasons for departure can be used for additional policy for an inclusive working environment. In Q1 2023, a report with an evaluation and recommendations will follow.
4. A Gender Equality and D&I Plan 2022-2025 will follow in order to meet the criteria set by the European Commission.

Recruitment & Selection

The target is a representation of women professors of 28% in 2025.

TiU	TLS	TSB	TiSEM	TSHD	TST
28%	30%	37%	21%	45%	25%

To recruit more qualified and talented women, this logical sequence of actions is standardized. There is a strong obligation to perform to the best of one's ability.

1.	Deans and Head of Departments proactively maintain a list of external and internal talented women. When there is a vacancy, the team has anticipated, and has women already in the picture for an invitation to apply when the opportunity arises. Hereby, we will become more aware of internal and external female talent.
2.	Provide a job profile that is attractive to the target groups you want to reach. Define what is meant by 'the best' candidate. The 5 domains of the Recognition & Rewards program offer opportunities for attracting more diverse candidates.
3.	Every vacancy text for a professor is reviewed for formulation and tone. This can be done by a D&I Officer or by HR-staff involved with vacancies.
4.	A diverse composition of selection and promotion committees entails a minimum of 33% women and is preferably diverse for men and women in the broadest sense. Until there is a critical mass of female professors in a Department, membership of committees creates extra work pressure for the few female professors present; they have to participate above average due to university policy. HoDs need to provide them sufficient time to fulfil their role.
5.	Provide trained selection and promotion committees so that they recognize bias and have a well-founded discussion about what 'the best' candidate and 'job fit and team fit' entail. (See Appendix 2 for an overview of training requests by the Deans.)
6.	Consistently work with 50% women on longlists and shortlists and invite them for interviews. Research shows that quotas for women lead to better candidates.
7.	Do not allow closed circuits of recruitment that advantages people with the best academic networks. All talent available should get equal opportunities to apply. Headhunting is a good option next to open recruitment, especially when no women can be found through the regular channels.
8.	Make all initiatives inclusive. For example, the Professor of Practice Chair and the University Professor can be better regulated with a 50% male – 50% female appointment policy.

Promotion

To retain and promote more qualified and talented women, these actions are taken into account. A strong obligation to perform to the best of one's ability applies.

1.	Make targets and the diversification of talent & teams a standard part of the Personnel Planning (vlootschouw). Consider being flexible with the formation principle if this can help retain female talent for the organization and if it contributes to achieving the target for female professors.
2.	Supervisors systematically discuss a Career Path with staff and pay explicit attention to the increasing representation of women. Make explicit what is needed in the individual and personal situation for growth. Tilburg University supports this with the Performance & Talent Development program.
3.	Nominate 50% women for honorary doctorates, awards, conferences, boards, etc.

4.	Options to counter biased Student Evaluation of Teaching in anonymous surveys are peer review from colleagues and evaluations obtained through student committees.
5.	If women participate disproportionately often in committees due to gender-diverse policies, consider compensation/matching of job tenure.
6.	Provide sufficient flexibility in the organization of work, so that ambitious women and men can both excel and combine career and care responsibilities.
7.	The OCD verifies a balanced male-female ratio of full professor appointments and may correct when there is a significant unbalance to the disadvantage of women. The representation of women in top positions needs directive steering when progress via the regular processes lag behind.

Outflow

To prevent the outflow of talented women and benefit from emeriti, these actions are standardized.

1.	To reach the target of female full professors, the Schools are to use chairs that become vacant when male professors retire to hire or promote female talent. This revival of talent can be done through 5-year planning: <ul style="list-style-type: none"> ▪ Start a mentor trajectory with the professor and the potential successor. ▪ Recruit a female talent in mid-career and determine a career plan to make her the potential successor. All Departments have a strategic personnel plan for forthcoming emeriti.
2.	Tilburg University loses female talent that is recruited by other universities. <ul style="list-style-type: none"> ▪ Investigate the possibilities to retain female talent for the organization, for example via an accelerated procedure. ▪ To improve insight into the reasons for the departure of women, an independent party conducts confidential exit interviews for one year. Knowledge of the needs and struggles of female scientists can offer material for tailoring a more flexible, adaptable, and inclusive work environment.
3.	The low percentage of women in senior positions can be a valid reason to give women priority in certain situations or to make room on top of the formation. HR can support in developing a legal foundation.

Accountability

This D&I Action Plan can achieve results through clear and structured actions.

1.	The Executive Board and the Deans are committed to do this together. Therefore, they will discuss progress on a yearly basis in an OCD in Q2 up to and including 2025. <i>What has each School done regarding recruitment-selection-promotion-outflow and with regard to the gender dimension in research and innovation? What is the effect on the School's target for women in senior positions? What demonstrably works? What is difficult to work on? The D&I Action Plan serves as a guideline.</i>
2.	We will need the School Board and Head of Departments to commit to the D&I Action Plan, for it is this management level that must turn the plan into practice and transform ambitions into behaviors. Furthermore, D&I needs to be integrated in research and innovation, criteria that the European Commission highlights as of 2022 in the funding program Horizon Europe. The members of the School Board and Head of Departments will be accountable: D&I becomes part of the Performance & Talent Development interview. <i>What has the Department done regarding recruitment-selection-promotion-outflow</i>

	<i>and with regard to the gender dimension in research and innovation? What is the effect on the School's target for women in senior positions?</i>
3.	A member of the Management Team – an Associate Dean for D&I - is dedicated to consider all topics from the D&I perspective and make sure that all initiatives are inclusive.
4.	Progress on gender goals is accounted for in the Annual Report. According to the Board of Governors, the Annual Report does not show sufficient diversity, yet. If we are to be attractive to the wider community we serve, they must be able to recognize themselves in what we convey. Furthermore, progress in gender equality and D&I is also an important evaluation point of visitation committees.
5.	Gender equality, diversity and inclusion are addressed during the Strategic Plan Process, including the consultation tables.
6.	Gender is part of the information and data collection; Dashboard Personnel

Planning

Q2 2021	OCD meeting on work pressure and the D&I Action Plan: <ol style="list-style-type: none"> 1. Discuss and decide upon the D&I Action Plan for the sequence of actions for recruitment, selection, promotion, and outflow. 2. Discuss and decide upon the requests for training by the Deans. 3. Discuss and decide on accountability. 	Finished
Q3 2021	HR provides a professionally designed “ Essentials Checklist ” (to compare with our “Golden Rules” for Covid) for Deans and Vice Deans, Directors, Head of Departments, BAC chairs, and HR.	Finished
Q3 2021	The Deans connect and involve the School Board and Head of Departments, so that a translation can be made from actions on paper to actions in the Schools.	Finished
Q4 2021	A Gender Equality and D&I Plan will follow in 2021. This includes: <ol style="list-style-type: none"> 1. Criteria set by the European Commission for universities to be eligible for funding; 2. The guidelines of the 'National Action Plan for Diversity and Inclusion in Higher Education', an initiative of the Ministry of OCW; 3. Broadening the scope and incorporate demographic characteristics like nationality, ethnicity and sexual orientation. 4. The finding and recommendations from the Harzing report. 	<i>In progress</i>
2021–2025	Accountability <ol style="list-style-type: none"> 1. Yearly OCD meeting on developments and monitoring. 2. Progress on gender goals is part of the Annual Report. 3. Yearly topic in the Performance & Talent Development interview with members of the School Board and Head of Departments. 4. A member of the Management Team – an Associate Dean for D&I - is dedicated to consider all topics from the D&I perspective and make sure that all initiatives are inclusive. 5. Gender equality, diversity and inclusion are addressed during the Strategic Process. 6. Gender is part of the information and data collection: Dashboard Personnel. 	<i>Ongoing</i>